



# NEWSLETTER

Support Alliance For Emergency Readiness

CREATING A **SAFER** SANTA ROSA

[www.safersantarosa.org](http://www.safersantarosa.org)

25 Feb 2013

No act of kindness, no matter how small, is ever wasted. - Aesop

## NEEDS, REQUESTS, DONATIONS

*We can do no great things -- only small things with great love. --Mother Teresa*

*"You make a living by what you get, but you make a life by what you give". -- Winston Churchill*

## SAFE COMMUNITY

As indicated in [this article](#) we are prepared to send in the letter of intent for the SAFE Communities Program. All we need to do is raise the \$1200.00 application fee. Once we send in the Letter of Intent, we can then finalize the application and submit it. The next step will be paying travel, room and board for two evaluators to come to our community and assess what we are doing. For more information on the SAFE Communities program, go to the SAFER webpage and look for the "safe communities" link on the left side of the page [www.safersantarosa.org](http://www.safersantarosa.org).

Why is this important to all of us in Santa Rosa? We can use a Safe Community designation to assist with economic development, tourism, avoid BRAC, and just to brag about what a great place Santa Rosa is. When we get this designation we will be 1 of 4 counties in the entire country to have it. Help us make this goal a reality. SAFER has a paypal account and donation information on our webpage.

## ONE LOVE NEWS

I come to you today to inform you that One Love will be have 4 specific nights that you can come in support this movement through 2 local business that have partnered with this vision. **Sweet Frog** and **Chick-Fil-A** will be hosting 2 spirit nights each to allow us to raise funding for One Love to put right back into the city through simple acts of kindness.

Now, we all get hungry and eat so I encourage you to write the dates for the One Love spirit night at Chick-Fil-a. Here they are: March 1st & 22nd. They are printing 1000 cards that we will need to present. Joey Hawkins (Missions Director) from Immanuel is taking care of getting those for us.

Sweet Frog is hosting 2 nights for One Love too to support this vision. Here they are: March 4th & 11th. Bring your families and eat some yogurt and help give back to this outreach. We are working on times during those dates to accomplish these nights.

\*\*\*Of Note, the [onelovefl.com](http://onelovefl.com) website has been totally updated. You can find your new 2013 resources, schedule, social connect, and calendar with important dates uploaded. We encourage to check it out and prepare to promote and challenge your local body to get involved. Another great way to stay updated is by going out and **LIKING** the [ONE LOVE FACEBOOK](#) page.

### **TOILETRY KITS**

Santa Rosa County School District's Communities of Learning Program is in need of items to make toiletry kits for our homeless families and unaccompanied youth. Full size products preferably. Items like shampoo, conditioner, soap, razors, female hygiene products, etc. I have attached a picture as an example. For more information please contact Dawn Stone at 983-5237. Thank you!

They can also send through the district courier or mail to:

Communities of Learning Homeless Education Program, Berry Hill Administrative Complex, 6751 Berryhill Street Milton, FL 32570

Additionally if you would prefer to make a donation of money you can do so through the SAFER paypal account on the webpage at [www.saferrosasanta.org](http://www.saferrosasanta.org) and the money will be used to purchase needed items.

### **SANTA ROSA MEDICAL CENTER AUXILIARY RECEPTION AND FASHION SHOW**

*Proceeds Benefit Medical Scholarships*

The Auxiliary at Santa Rosa Medical Center is sponsoring a reception and fashion show at the Milton County Auditorium on Saturday, March 9. Master of Ceremonies is Santa Rosa Medical Center CEO Phillip Wright. All proceeds will benefit the Medical Scholarship program.

The reception/fashion show is from 2:00 p.m. – 4:00 p.m. Tickets are \$15, and can be purchased by calling Karen Vance at 400-1707 or Aleta Hoodless Millham at 626-5113.

Bealls Department Store is providing the clothing for models who are affiliated with Santa Rosa Medical Center. "I thank the members for their leadership in raising funds for the medical scholarships. They have awarded over \$120,000.00 since this program started." said Santa Rosa Medical Center CEO Phillip Wright.

#### **About Santa Rosa Medical Center**

Santa Rosa Medical Center is a full service 129-bed modern hospital facility. Located on Berryhill Road in Milton, Santa Rosa Medical Center is quickly and easily reached from all points in Santa Rosa County. With nearly 400 associates, more than 100 volunteers and more than 100 physicians on staff Santa Rosa Medical Center is well equipped to meet all of your healthcare needs. Our mission is to provide America's best local healthcare to our community. Most recently Santa Rosa Medical Center was recognized for a second year in a row by The Joint Commission as a Top Performer. Santa Rosa Medical Center is one of only 244 facilities nationwide to receive this distinction for the last two years. Also part of the Santa Rosa Medical Center family is the Santa Rosa Medical Group. Santa Rosa Medical Group consists of family medicine, internal medicine, obstetrics & gynecology, urogynecology, neurology, pulmonology and general surgery practices as well as our walk-in and occupational health clinics. Santa Rosa Medical Center...Close By, Far Better. For more information please visit [www.SRMCFL.com](http://www.SRMCFL.com), or call 850.626.7762.

### **ANNUAL MEETING**

The SAFER Santa Rosa Annual meeting sponsored by Interfaith Ministries is on the 25<sup>th</sup> of April from 11am-1pm. Lunch will be served. The location is:

4115 Soundside Drive (off of 98) (map to location) <http://mapq.st/12a6ChK>

Please RSVP to me at [safer@santarosa.fl.gov](mailto:safer@santarosa.fl.gov)

### **SAFER SANTA ROSA 2013 DISASTER PREPAREDNESS EXPO**

**MARK YOUR CALENDARS! THE DATE FOR THE HOME TOWN CONTRACTORS/SAFER SANTA ROSA 2013 DISASTER PREPAREDNESS EXPO HAS BEEN SET FOR SATURDAY,**

**JUNE 1, 2013** AT THE **GULF BREEZE RECREATION CENTER** ON SHORELINE DRIVE IN GULF BREEZE.

INFORMATION AND REGISTRATION PACKETS WILL BE GOING OUT IN THE NEXT FEW WEEKS BUT I WANTED TO BE SURE YOU SAVED THE DATE. **YOUR COOPERATION AND SUPPORT IS VALUED AND APPRECIATED.**



ANY QUESTIONS, CONTACT:

Brenda Roland [brsvpsantarosa@mchsi.com](mailto:brsvpsantarosa@mchsi.com) (850) 983-5220

### **TABLE TOP EXERCISE**

This is part of the Business Continuity Initiative (BCI) please consider participating with your business. BRACE has set up a table top exercise, that local businesses are encouraged to participate in right from their office, that test their disaster preparedness. It will provide questions and scenarios that each business should try to answer and hopefully will stimulate thought on what other items businesses need to prepare in the event of disaster. Every business should understand the statistics:

- ☐ Of all businesses that close in the aftermath of a disaster, approximately 43% never re-open. Of those that do re-open, approximately another 29% will close for good within two years.
- ☐ Statistics show that 60% of businesses that lose their business data will fail.

BRACE is passing along the invitation to anyone that is willing and interested in participating. Please pass it along to any of the ESF 18 partners or businesses that you feel would gain a benefit. BRACE is paying for this out of the CERT and Citizen Grants that they secure each year and are offering this at no charge to the business community. People can read about the exercise at the link below and it will provide instructions on registering.

<http://www.drc-group.com/project/biz-escambia.html>

If you have any questions, please contact Greg Strader Executive Director (850) 444 – 7136  
[GStrader@BeReadyAlliance.org](mailto:GStrader@BeReadyAlliance.org)

This is on the **14th of March**, if any business, non profit or church would like to participate in this exercise at the EOC on our big screens, let me know. Although registration says 9am-4pm my experience says this is a 3 hour exercise (or less) so please consider participating with key staff at your own place of business or here with us in emergency management.

### **INFORMATION**

*When you cease to make a contribution you begin to die. - Eleanor Roosevelt*

### **15<sup>TH</sup> ANNUAL RSVP SENIOR EXPO AND HEALTH FAIR**



Flyer.pdf

Please consider supporting our seniors through this expo and health fair.



Door prizes  
awarded every  
20 minutes.

## 15th Annual RSVP Senior Expo and Health Fair

Thursday, March 14 • 8:00 a.m. to Noon  
Milton Community Center • 5629 Byrom Street, Milton

Join us at the 15th annual RSVP Senior Expo and Health Fair. Santa Rosa County is known for its vast resources for seniors. Take this excellent opportunity to receive free health screenings offered by Santa Rosa Medical Center and visit with other participating vendors. More than 50 organizations ranging from fitness to financial institutions will be on hand.

**Please join us for a day of health, learning and fun!**

Presented by:

**RSVP**  
Lead With Experience

**Santa Rosa**  
MEDICAL CENTER  
Close By. Far Better.

Community Sponsors:

**WOODMEN**  
of the WORLD  
Farris L. Bandurant, FICP

**Natural Gas**  
of Milton

### SCREENINGS OFFERED:

- Blood glucose
- Blood pressure
- Skin cancer
- Cholesterol
- PSA

### **13TH ANNUAL SEAGRASS AWARENESS CELEBRATION**

**The 13<sup>th</sup> Annual Seagrass Awareness Celebration**, a free family event will be held at Shoreline Park South (across from the recreation center on Shoreline Drive) in Gulf Breeze, Florida. The event will be held March 23 from 10 a.m. until 2 p.m.

This year, activities will include live marine life in touch tanks, “eat a seagrass bed,” make a shark tooth necklace, seining, games, fishing, marine creatures, arts and crafts, food, displays, explore a seagrass bed, boating safety, fishing, kayaking and more!

Bring your family and friends, water, sunscreen, hat, water shoes, lawn chairs and join us for a fun filled day!

### **March is Seagrass Awareness Month in Florida!**

Seagrasses are a valuable part of the marine environment and support our local economy. Most commercial and recreationally important fish, crabs and shrimp spend some time of their lives in seagrass beds! Not only do these underwater grass beds help keep water clean, but they also provide food and shelter for young fish, shrimp and crabs. Endangered species, such as manatees and green sea turtles, depend on seagrass beds for food! Seagrasses, clean water and natural resources play a vital role in the economy of NW Florida. To ensure a healthy environment and economy for future generations, let's work together to limit our impacts on our natural areas!

### **BRIDGES OUT OF POVERTY** **GETTING AHEAD IN A JUST GETTING' BY WORLD**

What: Train the Trainer

A three day training for those who wish to become a Certified Bridges Trainer. This allows you to take the information back to your organization. Cost is \$795 for a two-year certification and \$1,299 for a lifetime certification.

Getting Ahead

A one day training for those who wish to become facilitators for the Getting Ahead in Just-Gettin'-By World workshops. Cost is \$239.

When: Train the Trainer -- April 1, 2, & 3  
Getting Ahead – April 4th

Location: Berryhill Administrative Complex, Conference Room A  
6751 Berryhill Street Milton, FL 32570

For more information contact:  
Dr. Karen Barber [barberk@mail.santarosa.k12.fl.us](mailto:barberk@mail.santarosa.k12.fl.us) 850-983-5001

## **COST OF POVERTY EXPERIENCE**

**February 23, 2013**

### **POVERTY SIMULATION**

**9:00 AM**

**Participant Check-In**

**9:30-11:00 am**

**Poverty Simulation with Debriefing**

### **LOCATION:**

**Hilton Pensacola Beach  
12 Via De Luna Dr**

During a poverty simulation, participants role-play the lives of low-income families, from single parents trying to care for their children to senior citizens trying to maintain their self-sufficiency on Social Security. The task of each family is to provide food, shelter and other basic necessities during the simulation while interacting with various community resources staffed by volunteers.

**According to the U.S. Census, over 15 percent of the American population lives below the poverty line. However, this statistic does not capture the true costs of poverty. It does not portray the individual stories that are so common among low-income neighborhoods, nor does it convey poverty's impact on families, businesses or communities.**

**The *Cost of Poverty Experience* (poverty simulation) is an event that offers participants a glimpse into the lives of low-income individuals and families living in our community. It is a glimpse into the obstacles that are faced, the decisions that are made, and the consequences that impact these families everyday.**

**For More Information Contact:**  
**Haley Richards**  
**Bridges to Circles community organizer**  
**(850) 429-7296, ext. 17** [richardsh@cc.ptdiocese.org](mailto:richardsh@cc.ptdiocese.org)

## **TECHNIQUES TO PROTECT, SELF DEFENSE FOR YOUTH**



self defense  
flyer.doc

## **SMART PHONE EMERGENCY AND DISASTER APPLICATIONS**



If you own a smart phone, these links feature applications for emergency preparedness, response, and recovery:

- <http://www.redcross.org/prepare/mobile-apps>
- <http://www.fema.gov/smartphone-app>
- <http://www.vaemergency.gov/News/readyvirginia/mobileapp>
- <http://blog.missionmode.com/blog/15-disaster-and-crisis-apps-for-iphone-and-ipad.html>
- <http://blog.missionmode.com/blog/15-disaster-and-crisis-apps-for-android.html>
- <http://news.arlingtonva.us/releases/mobile-app-for-emergency-preparedness-220792>
- [http://emergency20wiki.org/wiki/index.php/Smartphone\\_Apps](http://emergency20wiki.org/wiki/index.php/Smartphone_Apps)
- <http://www.google.org/crisisresponse/>

### **SCRATCH ANKLE TIME**

Get your applications in now!



ScratchAnkleApplicati  
on.pdf

### **SHOPPING LOCALLY IN MILTON JUST GOT EASIER**

<http://www.mainstreetmilton.org/> will tell you all about Milton and there is an app you can download to help you shop locally.

### **TWITTER**

SAFER Santa Rosa is on Twitter.

### **FACEBOOK**

SAFER is on Facebook, find us, and become our friend ;-). We are up to **505** people! Invite friends. **Let's keep growing this communications venue. Invite other Santa Rosans to participate.** Invite your Santa Rosa friends to join you on the SAFER Facebook page.



Use of barricades policy: Free to parades and other events in Santa Rosa County that are sponsored by a chambers or government entities (Christmas parades, Mardi Gras, 4<sup>th</sup> of July etc...) or non profits, that are hosting events that are free and open to the public. The user is responsible for transportation of barricades, AND banners advertizing sponsors MUST be put on barricades. Others wanting to use the barricades must provide transportation and rent barricades at a cost of \$5 per barricade. Additional fees may be applicable if barricades are not returned within 7 days of pick up/delivery. Barricades will cost \$8 each if delivery is required. Average rental price for barricades is \$9-\$13 each through other vendors. SAFER barricades are a bargain.

### **OPPORTUNITIES**

*There is no better exercise for your heart, than reaching down and helping to lift someone up. - Bernard Meltzer*

### **RADIATION RESPONSE VOLUNTEER CORPS (RRVC) TRAINING**

The Escambia County Medical Reserve Corps has scheduled a Population Monitoring training with the Radiation Response Volunteer Corps (RRVC) on Saturday, March 23, 2013.

Make an impact by assisting First Responders with population monitoring and providing medical, administrative, logistical, and communication support during a radiation related emergency.

For more information and to download a brochure on this training, please go to the following link. [http://www.myfloridaeh.com/radiation/RRVC\\_Course\\_Reg.htm](http://www.myfloridaeh.com/radiation/RRVC_Course_Reg.htm)

This specialized training is free and is approved for 7 hours of continuing/contact education for Florida-licensed radiologic technologists and environmental health professionals.

Seven hours of Nursing continuing education approval is also provided without cost by the Florida Department of Health, Office of Public Health Nursing, Provider #50-712.

Florida EMT's and paramedics may obtain continuing education credit for the course via their alternative pathway, with the signature of their medical director on the course certificate.

Please pass this information along to anyone that may be interested in attending this training. If you have any questions, please call me at the contact information below.

**Deirdre Sidney** office 850.595.6683 ext. 208

### **CHILD PASSENGER SAFETY CERTIFICATION TRAINING**

Upcoming Child Passenger Safety Certification class that we are holding at the Midway Fire Department from March 21-23

Registration for the class is at <http://cert.safekids.org>. The class cost is \$75 for a two-year, professional, national certification. I would suggest that anyone who is interested go first to <http://floridaoprc.ce.ufl.edu> and apply for a scholarship. The process is pretty simple. Just hover over the first tab at the top (It says something about car seats) and select "CPS Technician Scholarship Form". Fill out the form and wait for an answer, which will come within a week. The email will have information on how to register so that the OPRC is billed for the class.

### **SKYWARN TRAINING**

A Basic Storm Spotter's training session for March 8, 2013, 1800 hours, at the Santa Rosa County EOC. Meteorologist Jeff Garmon from the NWS Mobile office will instructing. Flyer is attached. Please disseminate the information. Even though this is the Basic Spotter's course, it would make a great refresher for those who have had the training before. He should have some interesting data / pictures / stories about the Christmas tornado outbreak in the Mobile area.



skywarn training.pdf

### **INTRODUCTION TO EMERGENCY COMMUNICATIONS**

Introduction to Emergency Communications course on April 6 & 13 at the EOC.

Contact Steve for information/registration [steve@w4sjv.com](mailto:steve@w4sjv.com)

### **COMMUNITY EMERGENCY RESPONSE TEAM (CERT) TRAINING**

Navarre CERT will host a Community Emergency Response Team training March 8-10 & 15-17 at Holley-Navarre Fire District's Station #1 located at 8618 Esplanade Street in Navarre. Topics will include first aid, disaster psychology, fire prevention and basic firefighting techniques, disaster preparedness, fire safety, disaster medical operations, light search and rescue and terrorism. Adults, and teens 14-17 years old, are encouraged to take advantage of this free training that will certify participants as CERT members and allow them to join current teams or form new teams in their own community. All who complete the course will receive a certificate of completion and a backpack containing a CERT vest and other safety equipment. CERT is an official emergency preparedness program of the Federal Emergency Management Agency.

Participants are required to attend all six classes to successfully complete the course:

- Friday, March 8 from 6-9 p.m.
- Saturday, March 9 from 8 a.m.-5 p.m.

- Sunday, March 10 from 1-5 p.m.
- Friday, March 15 from 6-9 p.m.
- Saturday, March 16 from 8 a.m.-5 p.m.
- Sunday, March 17 from 1-4 p.m.

Attendance at all six sessions is required to become certified and pre-registration is required. Prior to the start of training, participants must take the free online FEMA Independent Study course IS-317: Introduction to Community Emergency Response Teams at [www.citizencorps.gov/cert/training](http://www.citizencorps.gov/cert/training). For more information about CERT or to register for the course go to [www.navarreccert.org/training/form](http://www.navarreccert.org/training/form), send e-mail to [training@navarreccert.org](mailto:training@navarreccert.org), or contact Mike Sandler at (850) 939-6973.

## **NEWS (blue is new)**

*Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has. --Margaret Mead*

Humanize It: The Impact of Social Media on Emergency Management

<http://www.emergencymgmt.com/emergency-blogs/disasters20/humanize-emergency-management-via-socialmedia-021213.html>

11 Simple Concepts to Become a Better Leader

[https://www.linkedin.com/today/post/article/20130128162711-15077789-11-simple-concepts-to-become-a-better-leader?\\_mSplash=1&sessionId=OGnQ6D0FxXStr6JqlpmI](https://www.linkedin.com/today/post/article/20130128162711-15077789-11-simple-concepts-to-become-a-better-leader?_mSplash=1&sessionId=OGnQ6D0FxXStr6JqlpmI)

Al Roker reveals 3 steps to weathering a disaster

[http://allday.today.com/news/2013/02/12/16928248-al-roker-reveals-3-steps-to-weathering-a-disaster?fb\\_action\\_ids=10200636769380002&fb\\_action\\_types=og.recommends&fb\\_ref=AddThis\\_Blogs&fb\\_source=other\\_multiline&action\\_object\\_map={"10200636769380002":590659874280933}&action\\_type\\_map={"10200636769380002":"og.recommends"}&action\\_ref\\_map={"10200636769380002":"AddThis\\_Blogs"}](http://allday.today.com/news/2013/02/12/16928248-al-roker-reveals-3-steps-to-weathering-a-disaster?fb_action_ids=10200636769380002&fb_action_types=og.recommends&fb_ref=AddThis_Blogs&fb_source=other_multiline&action_object_map={)

Resilience Meets Disaster Economics

[http://www.ssireview.org/blog/entry/resilience\\_meets\\_disaster\\_economics](http://www.ssireview.org/blog/entry/resilience_meets_disaster_economics)

COOP Corner – Think of Continuity of Operations as your insurance

<https://www.fema.gov/employee-news-and-announcements/coop-corner-think-continuity-operations-your-insurance>

Episode 1 - Meet Disaster and Preparedness: <http://www.youtube.com/watch?v=IWVevsBhLBo>

Episode 2 - Keep Mayhem to a Minimum: <http://www.youtube.com/watch?v=lkr93WBEiaM>

Episode 3 - It's Not Rocket Science: <http://www.youtube.com/watch?v=nMrPXBIZhIA>

Episode 4 - Should I Stay or Should I Go?: [http://www.youtube.com/watch?v=yD\\_FSV7i3Bs](http://www.youtube.com/watch?v=yD_FSV7i3Bs)

Episode 5 - Don't Let Disaster Have the Last Word:

<http://www.youtube.com/watch?v=LZXyILelq1M>

Episode 6 - What's Your Next Move?: <http://www.youtube.com/watch?v=eQ0KmkguD4U>

Episode 7 - Put Disaster Down for the Count: <http://www.youtube.com/watch?v=YhLM-oQYQUo>

Natural disasters have unexpected impacts on mental health

<http://theconversation.edu.au/natural-disasters-have-unexpected-impacts-on-mental-health-11573>

6 rules for surviving any disaster

<http://healthyliving.msn.com/health-wellness/6-rules-for-surviving-any-disaster#scptmfs>

Disaster Behavioral Health: Current Assets and Capabilities

<http://www.phe.gov/Preparedness/planning/abc/Pages/dbh-capabilities.aspx>



Free Basic Sign Language Training for Emergency Personnel  
<http://www.monroecc.edu/depts/hsmi/signsof.htm>

Mass Shooting Analysis- Commonalities and Trends  
<http://info.publicintelligence.net/NJROIC-MassShootings.pdf>

U.S. EPA, Climate Ready Water Utilities  
[http://water.epa.gov/infrastructure/watersecurity/climate/index.cfm?goback=%2Egde\\_1988319\\_member\\_210884791](http://water.epa.gov/infrastructure/watersecurity/climate/index.cfm?goback=%2Egde_1988319_member_210884791)

Perceived Neighborhood Safety and Incident Mobility Disability among Elders: The Hazards of Poverty  
<http://dash.harvard.edu/handle/1/8088460>

Evacuation and Sheltering of People with Medical Dependencies – Knowledge Gaps and Barriers to National Preparedness  
<http://www.hsaj.org/?article=9.1.2>

Operational Epidemiological Modeling: A Proposed National Process  
<http://www.hsaj.org/?article=9.1.1>

Integration of Social Determinants of Community Preparedness and Resiliency in 21st Century Emergency Management Planning  
<http://www.hsaj.org/?article=8.1.14>

How to Counsel Kids after a Disaster  
<http://www.fema.gov/disaster/4085/updates/how-counsel-kids-after-disaster>

Hey, Kid, You Could Be a 'Disaster Hero'  
<http://www.npr.org/blogs/health/2013/01/29/170575657/hey-kid-you-could-be-a-disaster-hero>

Disaster Dozen: 12 Myths of Disaster Preparedness  
<http://www.emergencymgmt.com/training/12-Myths-Disaster-Preparedness.html>

Episode 4, Disaster and Preparedness: Should I Stay or Should I Go?- Video  
[http://www.youtube.com/watch?v=yD\\_FSV7i3Bs&feature=youtu.be](http://www.youtube.com/watch?v=yD_FSV7i3Bs&feature=youtu.be)

Emergency 2.0 Wiki  
[http://emergency20wiki.org/wiki/index.php/Main\\_Page](http://emergency20wiki.org/wiki/index.php/Main_Page)

Contacts Are Key in Emergency Management  
<http://www.emergencymgmt.com/disaster/Contacts-Key-Emergency-Management.html>

Zombies and Preparedness: Five tips for using metaphors in exercises and outreach  
<http://freeresources.lucienecanton.com/2012/10/zombies-and-preparedness-five-tips-for-using-metaphors-in-exercises-and-outreach.html>

Woeful Success Rate in Citizen Preparedness Suggests New Approaches is Necessary  
<http://www.emergencymgmt.com/disaster/Woeful-Success-Rate-Citizen-Preparedness.html>

Emergency Managers' Best Practices for Evacuating Communities  
<http://www.emergencymgmt.com/disaster/Best-Practices-Evacuating-Communities.html>

Why Aren't Americans Listening to Disaster Preparedness Messages?  
[http://www.rand.org/about/people/u/uscher-pines\\_iori.html](http://www.rand.org/about/people/u/uscher-pines_iori.html)

